



DEVELOPMENTAL COUNSELING



Subordinate-centered communication that produces a plan outlining actions necessary for subordinates to achieve individual and organizational goals.



LEADER COUNSELING SKILLS



Skills that leaders need in almost every counseling situation include:

- **Active Listening**
- **Responding**
- **Questioning**



THE LEADER AS A COUNSELOR



- **Respect for Subordinates**
- **Self Awareness & Cultural Awareness**
- **Empathy**
- **Credibility**



CATEGORIES OF DEVELOPMENTAL COUNSELING



The two major categories of developmental counseling consist of the following:

- **Event-oriented**
- **Performance and Professional Growth**



CATEGORIES OF DEVELOPMENTAL COUNSELING (cont)



Event-oriented

- **Specific Instances of Superior or Substandard Performance Counseling**
- **Reception and Integration Counseling**
- **Crisis Counseling**
- **Referral Counseling**
- **Promotion Counseling**
- **Adverse Separation Counseling**



CATEGORIES OF DEVELOPMENTAL COUNSELING (cont)



Performance and Professional Growth

Performance: (Quarterly)

Review Past Performance

**Focus on Future Objectives and
Goals**

Professional Growth: (Future Oriented)

Short and Long Term Goals

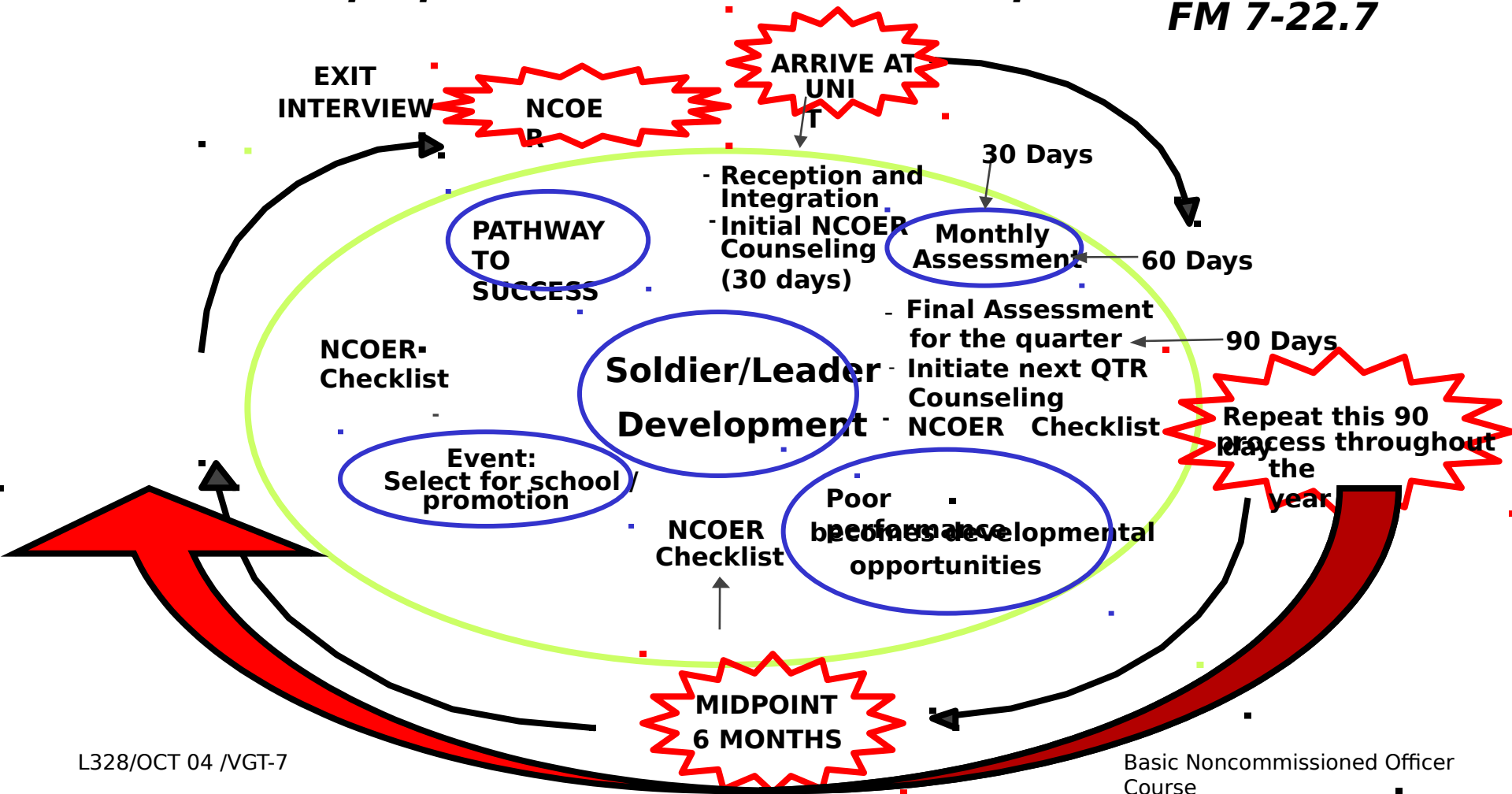
Professional Development



Counseling Cycle Continuous Process

"Leaders conduct counseling to develop soldiers to achieve personal, professional development, and organizational goals, and to prepare them for increased responsibilities."

FM 7-22.7





THE COUNSELING PROCESS



- **Identify the need for counseling**
- **Prepare for counseling**
- **Conduct counseling**
- **Follow up**



IDENTIFY THE NEED FOR COUNSELING



- **Sometimes dictated by policy or regulation (NCOER, separation, quarterly performance and professional growth, etc.)**
- **Conduct developmental counseling whenever the need arises for focused, two-way communication aimed at subordinate development.**



PREPARE FOR COUNSELING



- **Select a suitable place.**
- **Schedule the time.**
- **Notify the subordinate well in advance.**
- **Organize the information.**
- **Outline the components of the counseling session.**
- **Plan a counseling strategy.**
- **Establish the right atmosphere.**



CONDUCT THE COUNSELING SESSION



- **Opening the Session:** State the purpose of the session and establish a subordinate-centered setting.
- **Discussing the Issues:** You and the subordinate should attempt to develop a mutual understanding of the issues.



CONDUCT THE COUNSELING SESSION (cont)



- **Developing the Plan of Action:**
 - **Must be specific and achieve the desired result**
 - **Shows the subordinate how to modify or maintain behavior, avoiding vague intentions.**
- **Recording and Closing the Session:**
 - **Verbally summarize key points and ask**



FOLLOW UP



- **LEADER'S RESPONSIBILITIES:**

- You must support subordinates as they implement their plans of action
- Includes teaching, coaching, or providing time and resources

- **ASSESS THE PLAN OF ACTION:**

- Review the plan of action with the subordinate to determine if they achieved the desired results
- Modify plan of action if necessary

DEVELOPMENTAL COUNSELING FORM

Part I: (Administrative Data)

PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

Part II: (Background Information) Leader states the reason for the counseling and includes the leader's facts and observations prior to the counseling.

Part III: (Summary of Counseling) Key Points of Discussion

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action: Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

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Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

DA FORM 4856 (Reverse)

DEVELOPMENTAL COUNSELING FORM			
For use of this form see FM 22-100.			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN) PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates. ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary. DISCLOSURE: Disclosure is voluntary.			
PART I - ADMINISTRATIVE DATA			
Name (Last, First, MI) Lester, James T.	Rank / Grade SGT	Social Security No. 123-45- 6789	Date of Counseling 6 SEP 04
Organization UNIT NAME		Name and Title of Counselor SSG Paul, Joseph J./Section SGT	
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling): Event-Oriented: SGT Lester is receiving his Reception and Integration Counseling and initial NCOER counseling (see attached DA Form 2166-8-1) Facts: SGT Lester arrived from overseas and is assigned as 4th Squad Leader, 1st Platoon			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
OTHER INSTRUCTIONS			
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NCO COUNSELING CHECKLIST/RECORD
For use of this form, see AR 623-205; the proponent agency is ODCSPER.

NAME OF RATED NCO

RANK

DUTY POSITION

UNIT

HHC

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better.

Counseling at the end of the rating period is too late since there is no time to improve before evaluation

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components.(ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO.
 2. Get copy of last duty description used for rated NCO's duty your working position, a blank copy of the NCO-ER, and the names of the new performed rating chain.
 3. Update duty description (see page 2).
 4. Fill out rating chain and duty description on working copy of value/responsibility in part IV of NCO-ER, Parts II and III.NCO-ER. Use the trigger words on
 5. Read each of the values/responsibilities in part IV of NCO-ER and to help.
 6. Think how each value and responsibility in Part IV of NCO-ER for success (a applies to the rated NCO and his/her duty position. and 4 of this
- Note: Leadership and training may be more difficult to apply than the really knows other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the excellence that

COUNSELING

1. Make sure the rated NCO knows rating chain.
2. Show rated NCO the draft duty description on copy of the NCO-ER. Explain all parts. If rated NCO in position before, ask for any ideas to make duty better
3. Discuss the meaning of each NCO-ER, and the expanded definitions on pages 3 and 4 of this form
4. Explain how each value/responsibility applies duty position by showing or telling your standards meets standards rating). Use examples on pages 3 form as a start point. Be specific so the rated NCO what's expected.
5. When possible, give specific examples of

accomplishment of the mission and that can include peers and special to superiors. It also can be applied directly to additional duties and excellence and other areas of Army community life. Individual training is the

could apply. This gives the rated NCO something strive for. Remember that only a few achieve real

Basic Noncommissioned Officer

Course

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

- o **Personal and Family Issues:**
- o **Discuss duty position and review job description:**
- o **Leader's Book for Alpha Team:**
- o **Personal and Organizational Goals:**

OTHER INSTRUCTIONS

This form will be destroyed: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

- o Personal and Family Issues:**
 - o Finances (PCS Entitlements, Leaves)**
 - o Housing, Child care Center**
 - o Family Readiness Group**
 - o Discuss duty position and review job description:**
 - o Discuss duty and responsibility to train, lead, and develop team**
 - o Standards- setting and**
 - o Deployments and**
 - o Exercises Book for Alpha Team:**
 - o Duty rosters and training**
 - o METL, Command Policies and**
 - o Unit Physical Fitness Program/unit fitness goal/diagnostic APFT**
 - o Soldier Key Information**
 - o Chain of Command/NCO Support Channel:**
 - o Rating Chain/NCOER**
 - o Alert/Recall Roster and Accountability**
 - o Equipment Accountability and Maintenance**
 - o Hand Receipts/Command Maintenance**
 - o Personal and Organizational Goals:**
 - o Professional Development**
 - o Education (Civilian and Military)**
 - o Career Enhancing Opportunities (NCO of the**
- Month Board,**
- o (André Murphy) Goals**
 - o Unit Readiness**

OTHER INSTRUCTIONS

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Plan of Action:

lines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment

(Part IV below):

- o Provide spouse with Family Readiness Group contact info. and encourage her to attend the next meeting.***
- o Review Unit METL and Command Policies by Monday, and SOPs by the end of next week.***
- o Conduct joint inventory of team equipment within 20 days.***
- o Review leaders book from previous team leader within 2 weeks.***
- o Conduct open discussion with team members next week.***
- o Conduct initial counseling on each team member within 30 days.***
- o Prepare to take a diagnostic APFT within 30 days and prepare to conduct PT.***
- o Visit the education center to look into next semester's schedule.***
- o In support of long-term goal of promotion to SSG, work on weapons qualification, PT, and civilian/military education.***
- o Study pertinent Army Regulations and FMs for board appearance.***
- o Verify team's SRP packets within 60 days.***
- o Monthly assessments on or about 6 OCT 04, 6 NOV 04, 6 DEC 04.***

Session Closing:

The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: ☒ I agree / disagree with the information above

Individual counseled remarks:

Signature of : Individual counseled **Jim T. Lester** Date: **6**
Sep 04

Leader Responsibilities : (Leader's responsibilities in implementing the plan of action):

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION**Assessment:**

individual counseled and provides useful information for follow-up counseling):

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Session Closing:

The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):
Individual counseled: ☐ I agree / disagree with the information above
Individual counseled remarks:

Signature of : Individual counseled **Jim T. Lester** Date: **6**

Sep 04

Leader Responsibilities (Leader's responsibilities in implementing the plan of action):

***Introduce to team; Provide information on next FRG meeting;
Reinforce/explain job description; Afford time to review policies
and SOPs; Provide copy of updated rating scheme and alert roster;
Schedule/administer diagnostic APFT; Will check counseling
packets on your soldiers in 30 days; Coordinate for class with Supply
SGT on accountability and responsibility; Supervise team inventory
of equipment; Provide list of reference material to assist in
preparation for NCO of the Month, Audie Murphy, and Promotion
Board; Assist in resolving any problems that may develop.***

Signature of Counselor: **Joseph J. Paul** Date: **6 Sep 04**

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment:

individual counseled and provides useful information for follow-up counseling):

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Session Closing: The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: ☐ I agree / disagree with the information above

Individual counseled remarks:

Signature of : Individual counseled: **Jim T. Lester** Date: **6**

Sep 04
Leader Responsibilities (Leader's responsibilities in implementing the plan of action):

Introduce to squad; Provide information on next FRG meeting; Reinforce/explain job description; Afford time to review policies and SOPs; Provide copy of updated rating scheme and alert roster; Schedule/administer diagnostic APFT; Will check counseling packets on your soldiers in 30 days; Coordinate for class with Supply SGT on accountability and responsibility; Supervise squad inventory of equipment; Provide list of reference material to assist in preparation for NCO of the Month, Audie Murphy, and Promotion Board; Assist in resolving any problems that may develop.

Signature of Counselor: **Joseph J. Paul** Date: **6 Sep 04**

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

Assessments done on: 3 Oct 04 JTL/JJP

On 26 Sep 04, observed SGT Lester conducting a team equipment inventory. He made the necessary correction, signed for and accepted responsibility for the team equipment.

On 2 Oct 04, SGT Lester took a diagnostic APFT and scored 220 with a score of 65 on the run.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.



OBSERVER'S WORKSHEET (Front)



Observer's Worksheet

Case Study: _____

Instructions: Rate the counselor on the items below using the scale provided.

0	1	2	3	4	5
Not at all	Poor	Marginal	Satisfactory	Very good	Excellent

1. Components of the Counseling Session:

A. Open the session.

Stated the purpose of the session and established a subordinate-centered tone.

B. Discuss the issue.

Developed a mutual understanding of the situation.

C. Develop a plan of action.

Jointly identified actions to either solve problem, improve performance, or achieve goals.

D. Close the session.

Summarized key points, checked acceptance of plan of action, established follow-up measures.

2. Leader Counseling Skills

A. Active Listening

Gave full attention to subordinate, maintained appropriate eye contact and made appropriate gestures.

B. Responding

Checked understanding by paraphrasing or summarizing.

C. Questioning

Asked open ended questions to gain information or provoke thought.

Total Score:



OBSERVER'S WORKSHEET (Back)



3. *Comments* should be provided on each component of the counseling session and leader counseling skills listed on the front side of this form:

Overall strengths of the counseling session:

Areas where improvement is needed:

Name of Counselor: _____	Signature: _____	Date: _____
Name of Observer: _____	Signature: _____	Date: _____



OBSERVE LEADERSHIP PERFORMANCE (Actions)



- **All acts (verbal and nonverbal), appearances, and actions are valid opportunities for assessment.**
- **Ensure observations are complete.**
- **Observations must be objective.**



RECORD LEADERSHIP PERFORMANCE (Actions)



- **Record on 3x5 cards, notebook, video, audio tape.**
- **Note actions not taken. They are equally important.**
- **Use direct quotes when possible and bullet comments rather than complete sentences.**
- **Record actions in chronological sequence.**
- **Do not allow winning, losing, or mission accomplishment to influence recorded actions.**



APPENDIX B - Classify Using Performance Indicators



- **Use all written, verbal, and non-verbal information.**
- **Use leadership dimensions, definitions, and associated actions.**
- **Though an action may fit more than one dimension, list it under the most appropriate one (best fit).**
- **Look deeper than the general indicators.**
- **Be specific, precise, objective, fair.**



APPENDIX B, Performance Indicators



....by providing purpose, direction, and motivation.



APPENDIX B - Rate and Develop Using Performance Indicators



- **Compare actions to leadership dimensions and determine if they are strengths or weaknesses.**
- **Conduct developmental counseling and allow subordinate to assess himself.**
- **Develop plan of action.**
- **Assess plan of action and change if necessary.**
- **Continue to assess performance of subordinate leader.**



ASSESS AND DEVELOP SUBORDINATES (SUMMARY)



- Plan where & when to OBSERVE subordinate performance.
- RECORD performance.
- CLASSIFY and RATE performance by applying leadership dimensions.
- Conduct DEVELOPMENTAL COUNSELING.
- Continue to ASSESS the PLAN OF ACTION.



SUMMARY



Developmental Counseling

- **Definition**
- **The Leader as a Counselor**
- **Categories of Developmental Counseling**

The Counseling Form

- **Link to DA Form 2166-8-1**

The Session

- **Open the session**
- **Discuss the issue**
- **Develop plan of action**
- **Record and close the session**

Purpose

- **To develop subordinates**

The Process

- **Identify the need**
- **Prepare**
- **Conduct**
- **Follow up**